
State of Washington Department of Retirement Systems

Human Resource Management Report

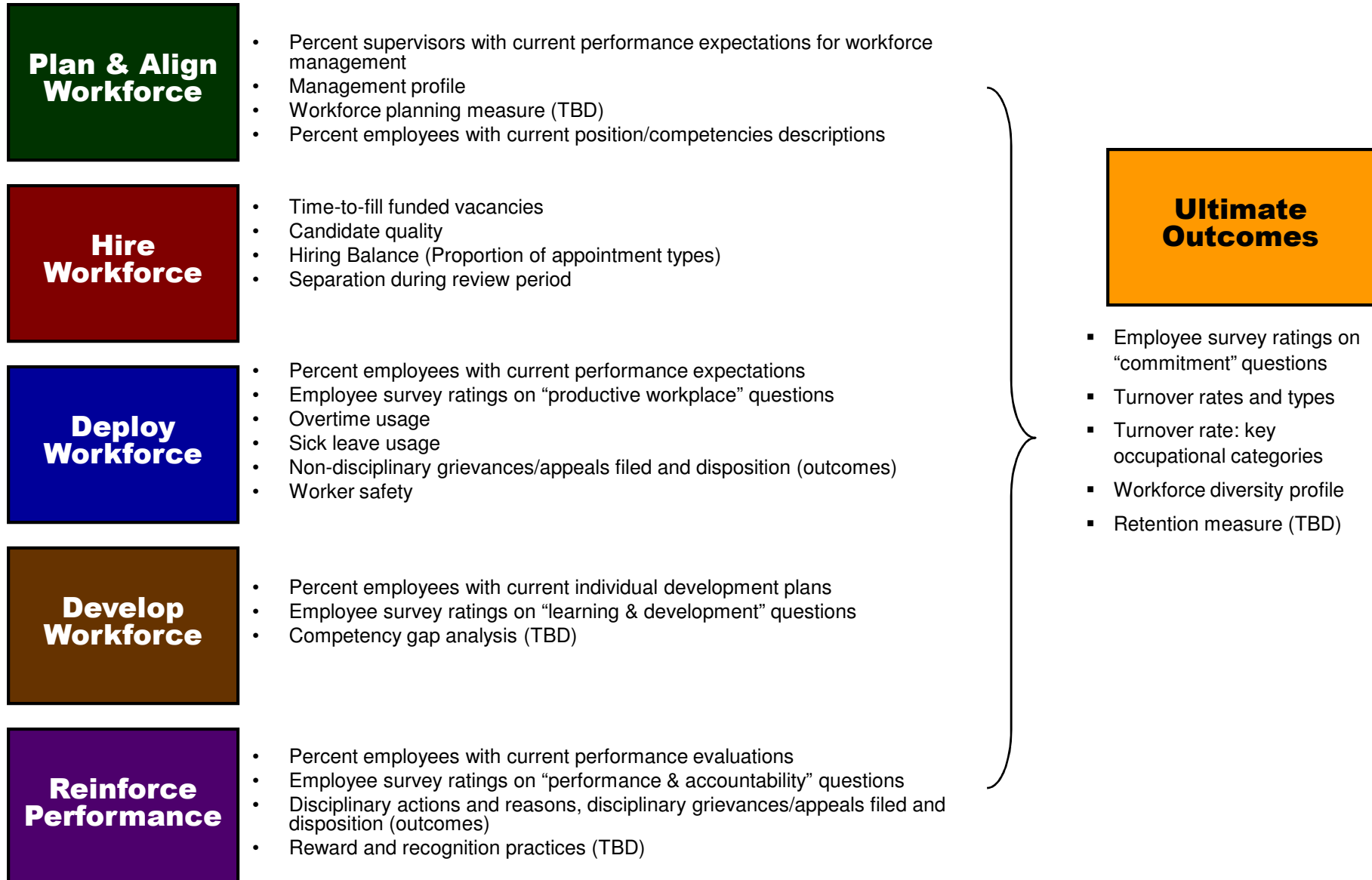


October 2008

Managers' Logic Model for Workforce Management



Standard Performance Measures



Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Workforce Management Expectations

Agency Priority: High

Percent supervisors with current performance expectations for workforce management = 69.4%*

*Based on 25 of 36 reported number of supervisors

Analysis:

- Our progress in this areas shows a 25.4% improvement over the last full report. We have worked with supervisors to develop skills in workforce management and have focused on providing them the tools to improve in this area.

Action Steps:

- In early 2008 DRS implemented our Employee Dashboard, which provides electronic notification of upcoming evaluations and tracks the inclusion of workforce management expectations in supervisory evaluations. This tool has allowed us to provide information in the form of reports to supervisors and their managers.

Data as of 10/08
Source: Agency-tracked information

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Agency Priority: Low

Management Profile

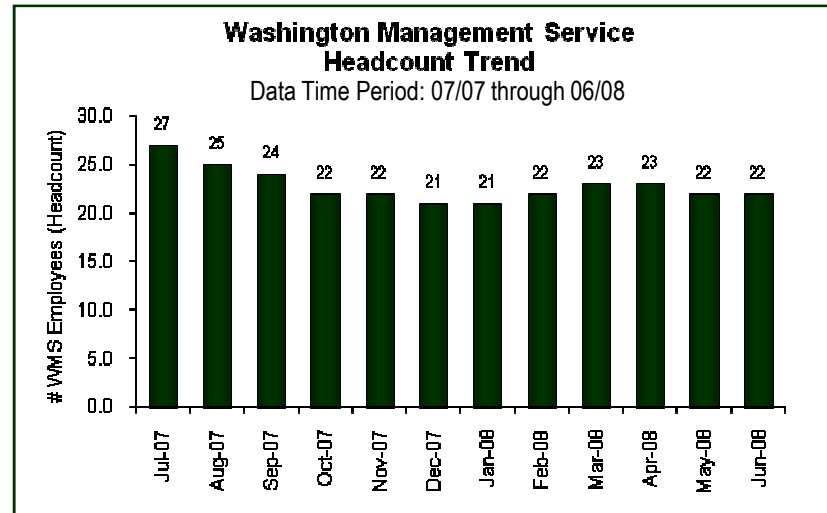
WMS Employees Headcount = 22

Percent of agency workforce that is WMS = 8.8%

Managers* Headcount = 29

Percent of agency workforce that is Managers* = 11.6%

* In positions coded as "Manager" (includes EMS, WMS, and GS)



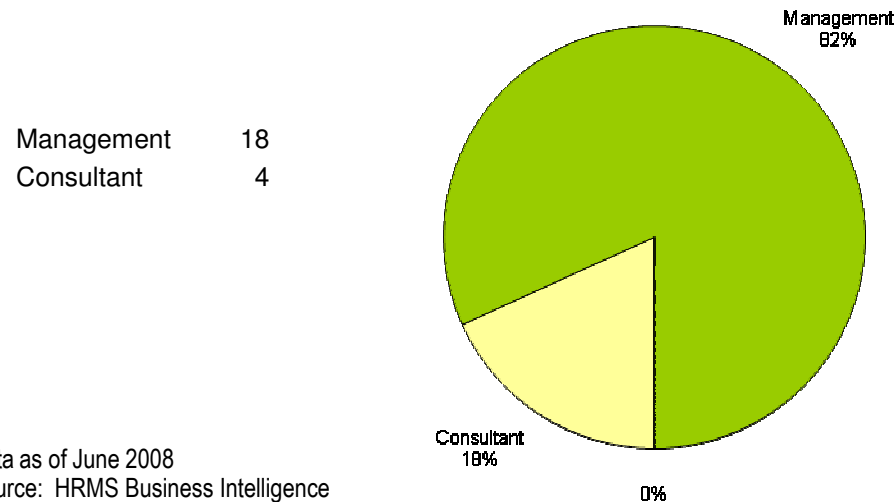
Analysis:

- We have had several promotions and vacancies in our WMS positions over the course of the last year. As a consequence, we have three vacancies we are currently holding secondary to the August 2008 hiring freeze. One of these positions may be requested to be filled over the course of the next few months.

Action Steps:

- Continue to monitor the workload caused by the vacancies and determine if we need to proceed with filling the position(s).

WMS Management Type



Data as of June 2008
Source: HRMS Business Intelligence

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Current Position/Competency Descriptions

Agency Priority: Medium

Percent employees with current position/competency descriptions = 97%*

*Based on 229 of 236 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- We have completed a project to convert all existing position and competency descriptions to the new Position Description form. As a result, all have been reviewed and finalized into a Position Description Library which is available electronically in a shared directory. All PD's are reviewed at the time of the annual evaluation and also if there is a need to recruit to fill the position.

Action Steps:

- We continue to refine technical and behavioral competency requirements for all of our positions. We anticipate using these to springboard conversations regarding a new evaluation tool in 2009.

Data as of 10/08
Source: Agency-tracked information

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Time-to-fill / Candidate Quality

Agency Priority: Low

Time-to-fill Funded Vacancies

Average number of days to fill*: 49.7

Number of vacancies filled: 17

*Equals # of days from creation of the requisition to job offer acceptance

Agency Priority: Medium

Candidate Quality

Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job?

Number = 59 Percentage = 89%

Of the candidates interviewed, were hiring managers able to hire the best candidate for the job?

Hiring managers indicating "yes":

Number = 11 Percentage = 92%

Hiring managers indicating "no":

Number = 1 Percentage = 8%

Analysis:

- Our average time to fill vacancies has remained consistent, reflecting our work with hiring managers and supervisors to streamline the process and frontload work as much as possible. We have several hiring processes that were canceled by the hiring freeze and the work done on those is not reflected in the number of vacancies filled.
- While in fact all candidates who move to the interview phase possess the requisite skills to do the job, the interview process identifies the candidate who has the greatest likelihood of being the most successful in the position.
- Overall, we saw a 10% increase over our April report in the managers who were pleased with the quality of candidates.

Action Steps:

- In 2008 we implemented many of the suggestions of the agency hiring charter team and provided over 100 staff training in the interview process and participating on an interview panel. This training was well received and is now offered quarterly.

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-fill vacancies

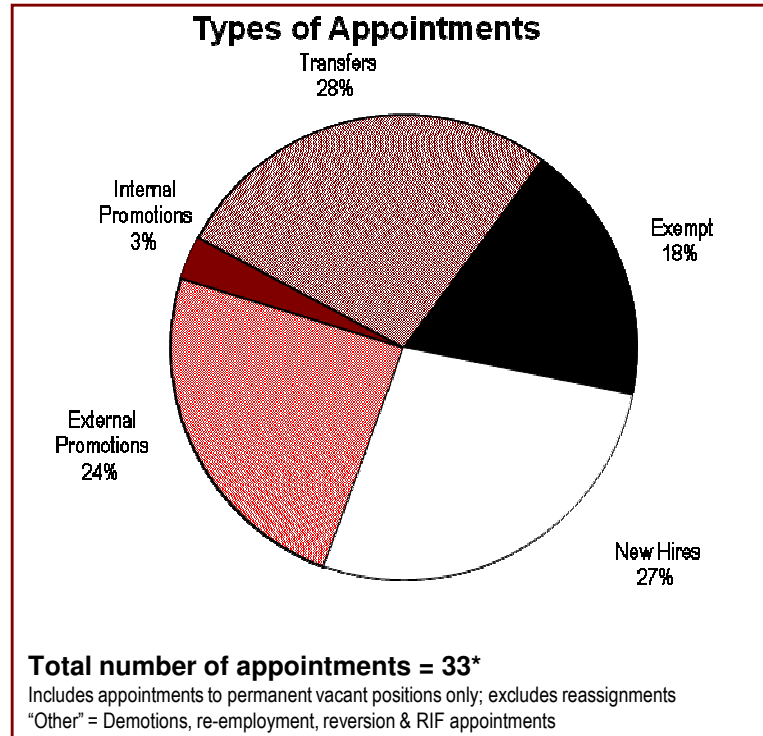
Candidate quality

Hiring Balance
(proportion of appointment types)

Separation during review period

Hiring Balance / Separations During Review Period

Agency Priority: Low



Agency Priority: Low

Separation During Review Period	
Probationary separations - Voluntary	0
Probationary separations - Involuntary	0
<i>Total Probationary Separations</i>	<i>0</i>
Trial Service separations - Voluntary	0
Trial Service separations - Involuntary	0
<i>Total Trial Service Separations</i>	<i>0</i>
Total Separations During Review Period	0

Data Time Period: 07/07 through 06/08

Source: HRMS Business Intelligence and Agency Tracked

Analysis:

- We had a good balance of internal and external appointments during this past year. Our recruitment efforts are designed to identify candidates who are a good match for the job we are hiring them to do but also for other opportunities within the agency. We focus on a variety of methods to assist the agency, and the candidate, with determining if the job is a good match of skills and abilities. We do this through orientations for job seekers, skills testing and behavioral-based interviewing, and reference checks before offering a position. Of note has been the decrease in the turnover rate for our Retirement Services Analyst 2 job class, a decrease we credit to better hiring practices that have allowed us to hire more successful candidates.

Action Steps:

- We will continue to recruit for talent and will grow and develop our own staff for promotional opportunities.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Current Performance Expectations

Agency Priority: High

Percent employees with current performance expectations = 86%*

*Based on 203 of 236 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- Since the April 2008 report we have seen a moderate increase in the percent of employees with current performance expectations and we anticipate this trend continuing on towards 100% at a steady interval. In 2009 the agency will embark on an initiative to retool our evaluation and provide training to all supervisors on strengths and managing towards employee strengths.
- The implementation of our Employee Dashboard has assisted supervisors and managers by providing current and meaningful information regarding evaluation timelines and completion rates.

Action Steps:

- The Employee Dashboard is undergoing enhancements and based upon supervisor feedback the reports and information will be more accessible and impactful.
- We will continue to work with supervisors on the quality and timeliness of evaluations, and the importance of providing meaningful expectations tied to the guiding values of the agency.

Data as of 10/08
Source: Agency-tracked information

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Employee Survey "Productive Workplace" Ratings

Agency Priority: Low

Avg

Q4. I know what is expected of me at work.



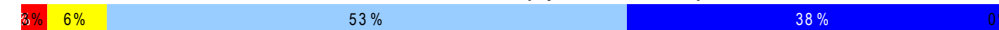
4.5

Q1. I have the opportunity to give input on decisions affecting my work.



4.1

Q2. I receive the information I need to do my job effectively.



4.3

Q6. I have the tools and resources I need to do my job effectively.



4.3

Q7. My supervisor treats me with dignity and respect.



4.5

Q13. My agency consistently demonstrates support for a diverse workforce.



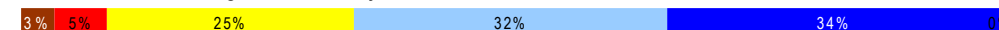
4.3

Q8. My supervisor gives me ongoing feedback that helps me improve my performance.



4.1

Q9. I receive recognition for a job well done.



3.9

■ Never/Almost Never ■ Seldom ■ Occasionally
 ■ Usually ■ Always/Almost Always ■ No Response

Overall average score for "Productive Workplace" ratings:

4.2

Analysis:

- Our overall score for Productive Workplace ratings have remained constant and we see this as a positive sign that communication is occurring between employees and managers about work expectations, and challenges are being resolved at the outset, rather than in a more formal arena. The agency's Appreciation and Recognition Committee continues to use formal and informal opportunities to recognize individual accomplishments and agency milestones.

Action Steps:

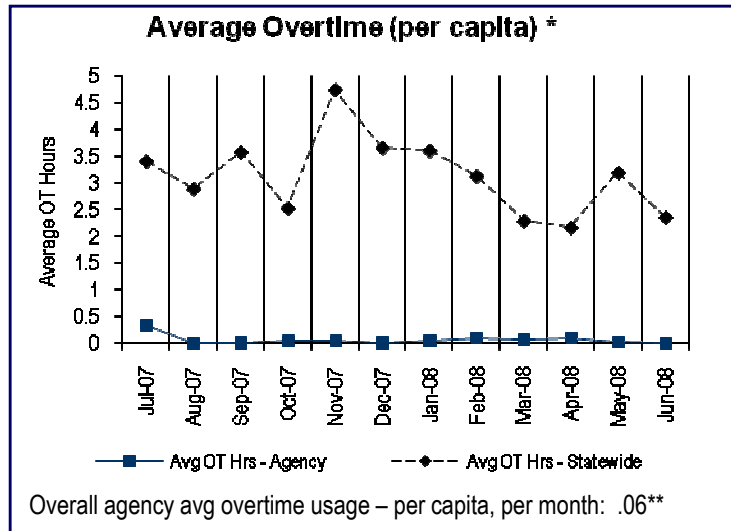
- Continue to look for and take advantage of opportunities for formal and informal information sharing at the supervisor and line staff level. Also provide a variety of venues for employees to participate in recognition events that may be meaningful to them.

Data as of 11/07

Source: DOP Employee Survey

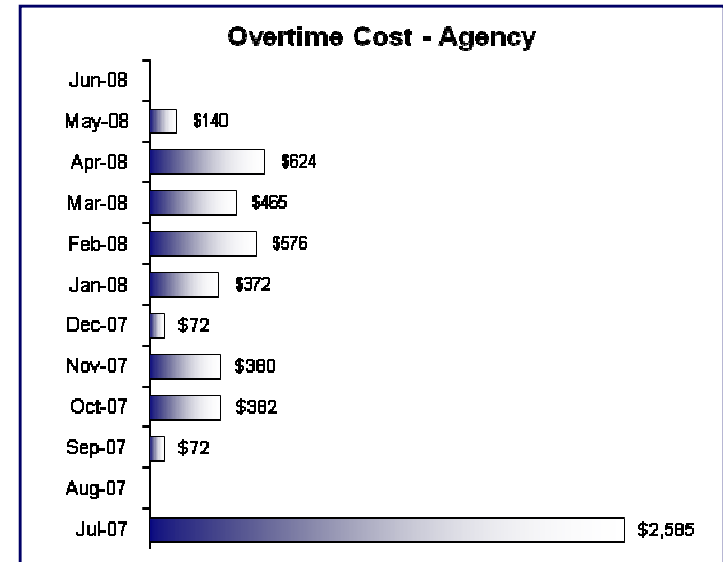
Overtime Usage

Agency Priority: Low



*Statewide overtime values do not include DNR

**Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages / # months

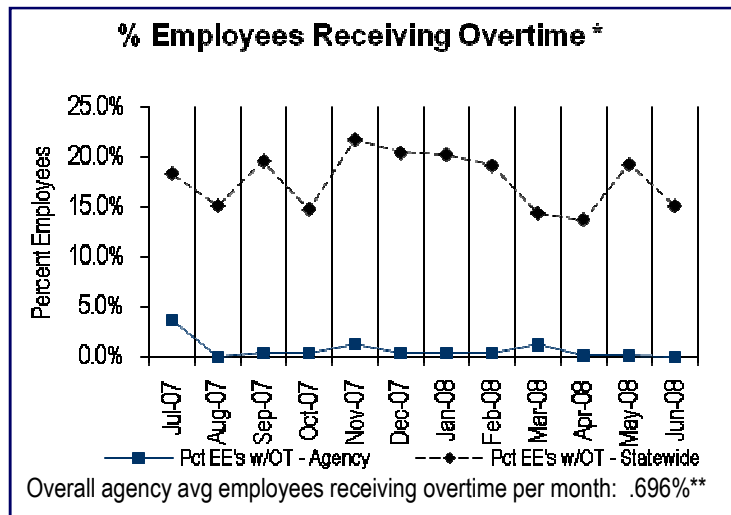


Analysis:

- Overtime in DRS continues to be well managed. Use of overtime is a balance between appropriate planning for cyclical workloads and in-the-moment needs. Our use reflects workload peaks and responses to agency needs.

Actions:

- Continue to project and plan for workload peaks and review necessity for overtime to address those.



*Statewide overtime values do not include DNR

**Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months

Data Time Period: 07/07 through 06/08

Source: HRMS Business Intelligence

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Deploy Workforce

Outcomes:

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Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

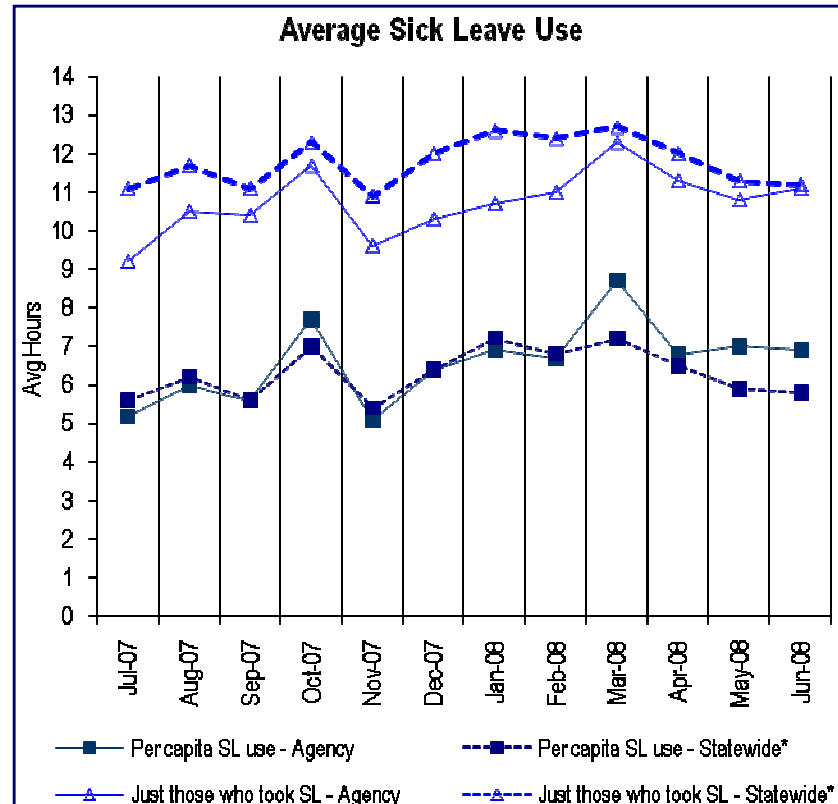
Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Sick Leave Usage

Agency Priority: Low



Analysis:

- DRS had a number of employees use sick leave for protected leave reasons (e.g., FMLA, Family Care Act, unforeseen family care issue) during this fiscal year, including over 1,670 hours for FMLA qualifying reasons. Over 446 hours of sick leave were used in April 2008 alone for FMLA-qualifying conditions.
- Removing protected leave from the totals would bring our average agency per capita sick leave use to approximately 5.4 hours.
- Additionally, DRS employees continue to generously donate leave to their fellow employees who are in need of shared leave. During this fiscal year, over 332 hours of sick leave were donated by DRS staff.

Action Steps:

- We continue to review and evaluate employee sick leave use, particularly for unplanned and partial-day leave use, and take action as needed.
- We have updated the agency leave slip and policy and recently trained changes. Codes used should more accurately reflect reason for leave.

Sick Leave Hrs Used / Earned (per capita)

Avg Hrs SL Used (per capita) - Agency	% of SL Hrs Earned (per capita) - Agency	Avg Hrs SL Used (per capita) - Statewide*	% of SL Hrs Earned (per capita) - Statewide*
6.6 Hrs	83.8%	6.3 Hrs	81.3%

Sick Leave Hrs Used / Earned (those who took SL)

Avg Hrs SL Used (those who took SL) - Agency	% SL Hrs Earned (those who took SL) - Agency	Avg Hrs SL Used (those who took SL) - Statewide*	% SL Hrs Earned (those who took SL) - Statewide*
10.7 Hrs	134.3%	11.8 Hrs	147.3%

* Statewide data does not include DOL, DOR, L&I, and LCB

Data Time Period: 07/07 through 06/08

Source: Department of Personnel

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

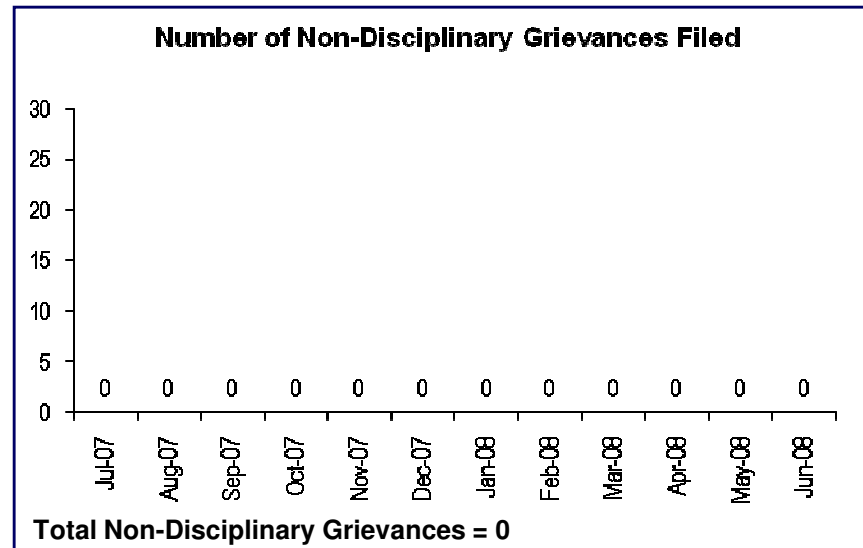
Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Non-Disciplinary Grievances (represented employees)

Agency Priority: Low



Analysis:

- DRS does not currently have represented employees.

Action Steps:

- We will continue to fairly and accurately interpret and apply the civil service rules for all agency employees. We will continue to treat all employees fairly and respectfully, and we will attempt to resolve any disagreement or discrepancy at the lowest level possible.

Data Time Period: 07/07 through 06/08
Source: Agency-tracked information

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Non-Disciplinary Appeals (mostly non-represented employees)

Agency Priority: Low

Filings for DOP Director's Review

- 0 – Job classification
- 0 – Rule violation
- 0 – Name removal from register
- 0 – Rejection of job application
- 0 – Remedial action

0 – Total filings

Filings with Personnel Resources Board

- 0 – Job classification
- 0 – Other exceptions to Director Review
- 0 – Layoff
- 0 – Disability separation
- 0 – Non-disciplinary separation

0 – Total filings

Non-Disciplinary appeals only are shown above.

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Analysis:

- DRS did not have any requests for review or appeals of actions taken filed with either the DOP Director or the Personnel Resources Board during this reporting period.

Action Steps:

- We will continue to make decisions that impact the candidacy of job seekers and the employment of our staff in a fair, thoughtful and respectful manner. Efforts will be made to resolve any concerns at the earliest opportunity and the lowest level possible, and actions involving layoff or separation from employment will be handled with the utmost concern and respect for the individual.

Data Time Period: 07/07 through 06/08
Source: Department of Personnel

Deploy Workforce

Outcomes

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations
Employee survey ratings on 'productive workplace' questions
Overtime usage
Sick leave usage
Non-disciplinary grievances/appeals filed and disposition outcomes

Worker Safety

Worker Safety: Retirement Systems, Department of

Analysis:

- DRS remains well below the statewide average for allowed L&I claims.
- Our agency Safety and Wellness Committee continues to review all incident reports at monthly meetings and conducts regular workplace inspections to help ensure a safe and healthful workplace.

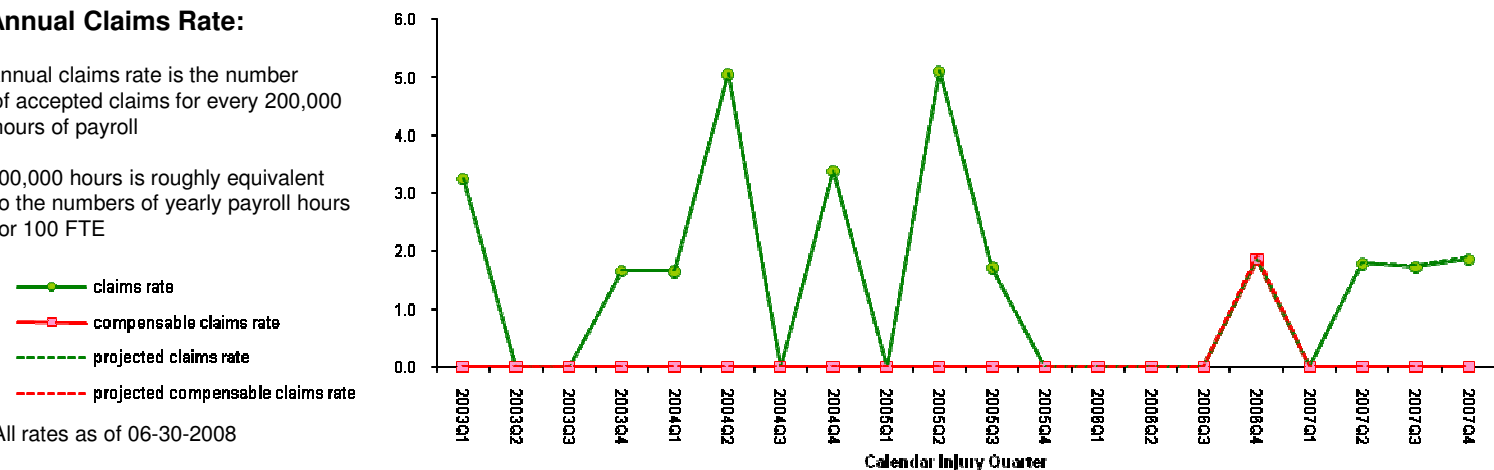
Action Plan:

- We continue to actively review and investigate all internal incident reports, applying lessons learned in other areas of the workplace.
- DRS does a quarterly wellness event and participated in the YMCA Healthy Steps program, logging over 11 million miles by 81 employees.
- All vending machines in our building participate in the "Fit Pick" program.

Annual Claims Rate:

Annual claims rate is the number of accepted claims for every 200,000 hours of payroll

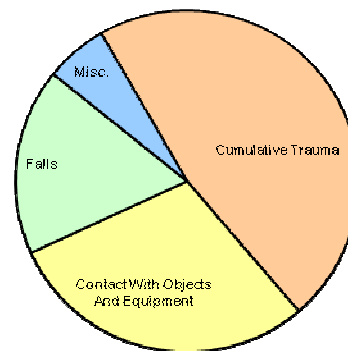
200,000 hours is roughly equivalent to the numbers of yearly payroll hours for 100 FTE



Accepted Claims by Occupational Injury and Illness Classification System (OIICS) Event:

calendar year-quarter
2003Q1 through 2007Q4

(categories under 3%, or not adequately coded, are grouped into 'Misc.')



Cumulative Trauma Claims

Oiics Code	Oiics Description	Count
2	Bodily Reaction And Exertion	8

Develop Workforce

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

Employee survey ratings on "learning & development" questions

Competency gap analysis (TBD)

Individual Development Plans

Agency Priority: High

Percent employees with current individual development plans = 86%*

*Based on 203 of 236 reported employee count
Applies to employees in permanent positions, both WMS & GS

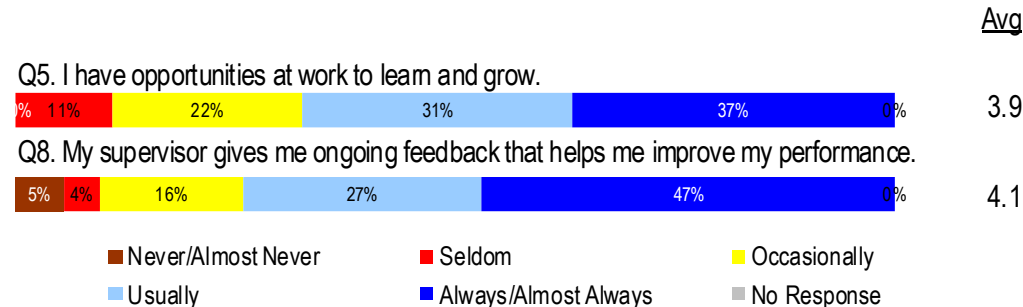
Analysis:

- All current performance evaluations include individual development plans and staff are encouraged to identify and pursue professional growth opportunities. We have identified formal and informal opportunities for staff within the organization.

Employee Survey "Learning & Development" Ratings

Agency Priority: Medium

Employee Survey "Learning & Development" Ratings



Overall average score for "Learning & Development" ratings: 4.0

Analysis:

- This rating has remained steady and we continue to identify venues, formal and informal, for staff to learn and grow within the organization.

Action Steps:

- Obtain specific feedback from staff at yearly environmental scans to identify other venues.

Data as of 06/08
Source: Agency-tracked information and DOP Employee Survey

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Current Performance Evaluations

Agency Priority: High

Percent employees with current performance evaluations = 86%*

*Based on 203 of 236 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- Our percentage of current performance evaluations has increased moderately since the last reporting period.
- Implementation of our Employee Dashboard has automated the notification of upcoming evaluation function and enhancements scheduled for implementation in December 2008 will make it easier for supervisors to manage performance. We are continuing to work with supervisors to produce thoughtful, quality evaluations for their staff.

Action Steps:

- We will continue our focus on meaningful and relevant performance evaluations that include viable individual development plans for each employee.

Data as of 10/08
Source: Agency-tracked information

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

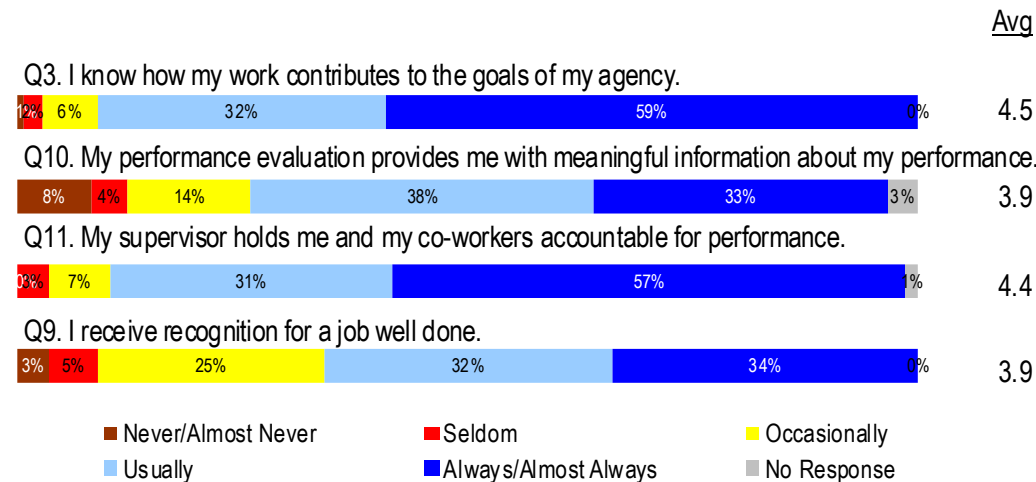
Employee survey ratings on “performance and accountability” questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Employee Survey “Performance & Accountability” Ratings

Agency Priority: Low



Overall average score for "Performance & Accountability" ratings:	4.2
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Analysis:

- Our overall average score for Performance and Accountability ratings is above the statewide average of 3.7. DRS employees, in general, clearly know how they contribute to the agency and see themselves as an essential piece of the organization's success.

Action Steps:

- We will continue our efforts to provide employees with timely, meaningful feedback on their performance throughout the year and in formal, written performance evaluations. Efforts to provide meaningful recognition will continue to be a focus through the ongoing efforts of the Appreciation and Recognition Committee.

Data as of 11/07
Source: DOP Employee Survey

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Formal Disciplinary Actions

Agency Priority: Low

Disciplinary Action Taken

Action Type	# of Actions
Dismissals	0
Demotions	0
Suspensions	1
Reduction in Pay*	0
Total Disciplinary Actions*	1

* Reduction in Pay is not currently available as an action in HRMS/BI.

Issues Leading to Disciplinary Action

- Misuse of state resources/violation of agency policy

Analysis:

- The severity of the misconduct, the employee's history, and similar situations are all taken into consideration when determining the level of discipline in these cases. We focus on treating employees fairly and respectfully during the investigative and disciplinary processes, and take the level of discipline that is intended to change the behavior. During this reporting period we had one formal disciplinary action which resulted in a suspension. This action was not appealed by the employee.

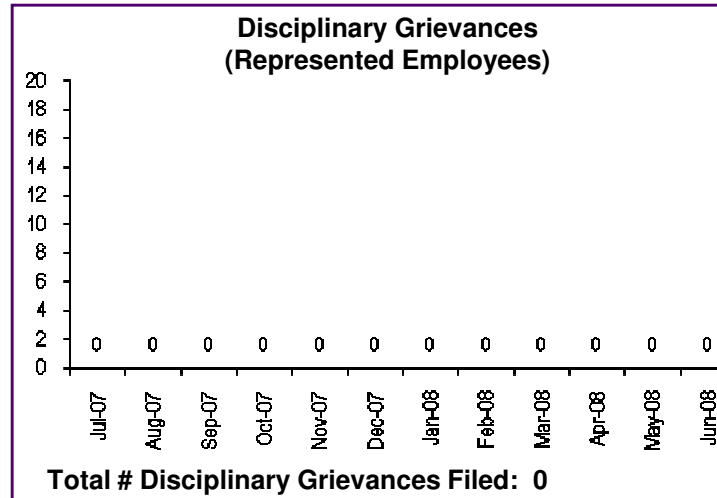
Action Steps:

- Continue to focus on the outcomes and address behaviors in a deliberative and fair manner.

Data Time Period: 07/07 through 06/08
Source: HRMS Business Intelligence

Disciplinary Grievances and Appeals

Agency Priority: Low



Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

- 0 – Dismissal
- 0 – Demotion
- 0 – Suspension
- 0 – Reduction in salary

0 – Total Disciplinary Appeals Filed with PRB

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Disposition (Outcomes) of Disciplinary Grievances

- DRS employees are currently non-represented.
- The one disciplinary action taken this reporting period was not appealed by the employee.
- We will continue to treat employees fairly and respectfully in the disciplinary process and ensure the level of discipline taken is appropriate.

Data Time Period: 07/07 through 06/08
Source: Agency-tracked information

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

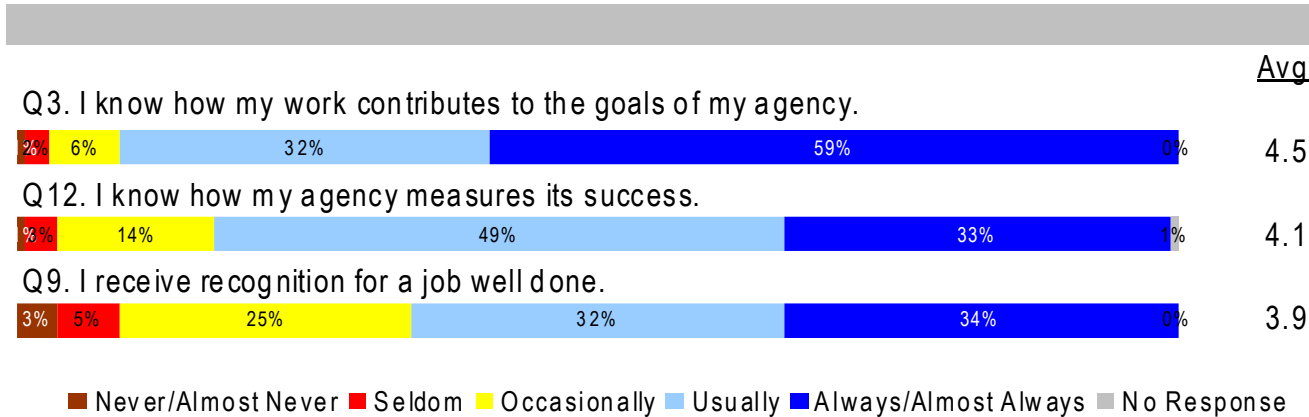
Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Employee Survey "Employee Commitment" Ratings

Agency Priority: Low



Overall average score for "Employee Commitment" ratings:

4.2

Analysis:

- The agency score for this area improved and we believe shows the results of our work towards promoting our guiding values of "your success is my success", "I'll make it easy for you to give me what I need", and "self management" throughout the organization.
- We have incorporated recognition items into current practices and weave the message into all agency internal communications.

Action Steps:

- We continue to identify meaningful, creative recognition activities for employees.
- We incorporate recognition into all events and into the fabric of our communications with and about each other.

Data as of 11/07
Source: DOP Employee Survey

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

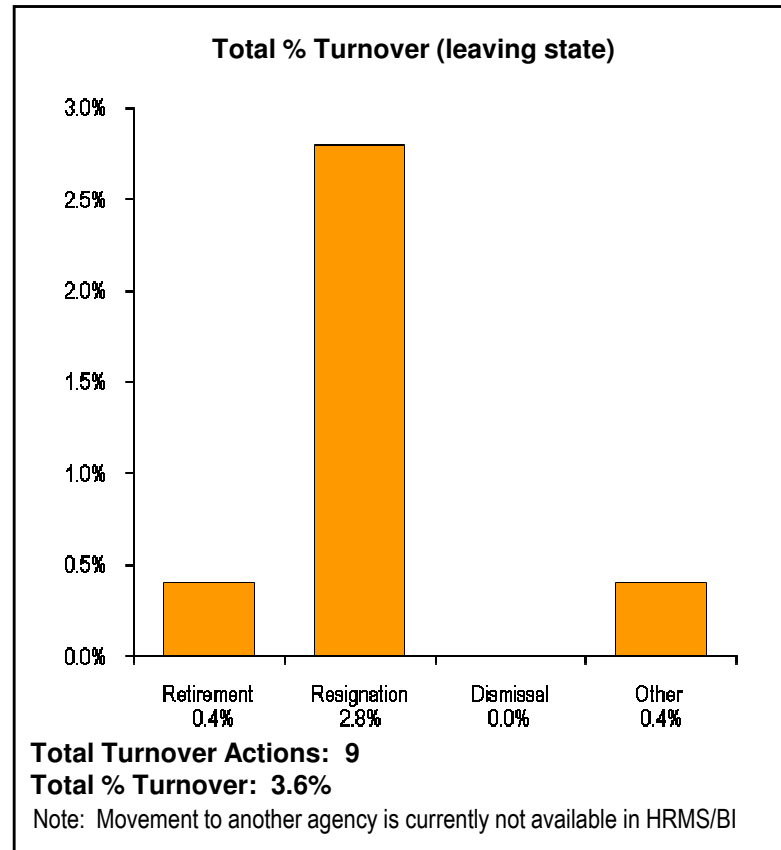
Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Turnover Rates

Agency Priority: Low



Analysis:

- During this reporting period, the agency experienced nine turnover actions, down from 23 in the last full HRM Report. The departures that were retirements, we were able to proactively plan for filling the positions. The resignations from state employment were for a multitude of reasons, many of them beyond the control of DRS. Because we are a small organization, we have less opportunities for promotion than larger agencies or the private sector.
- We continue to focus our efforts on employee engagement and assisting employees with their professional development, even if this may take them away from employment at DRS.

Action Steps:

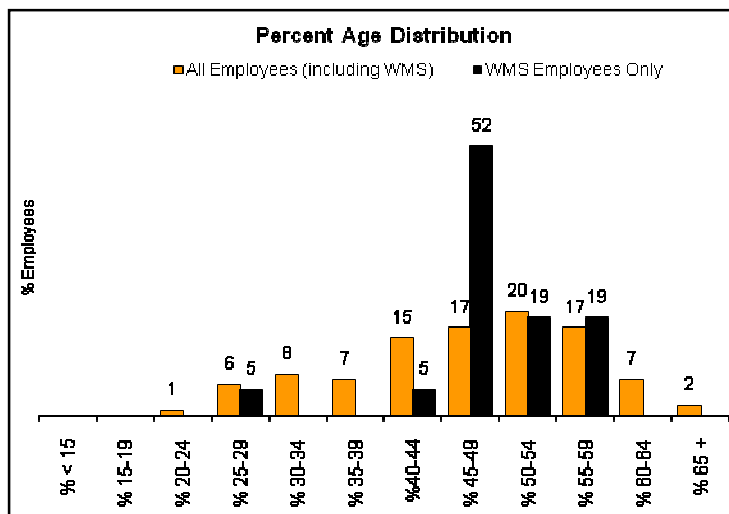
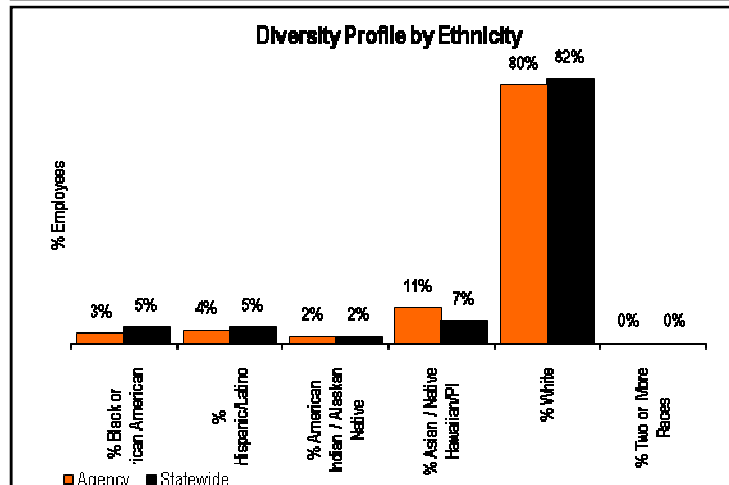
- While we are not able to offer extensive promotional opportunities, we will continue to provide training for employees to enhance their skills, as well as tuition reimbursement for career development.

Data Time Period: 07/07 through 06/08
 Source: HRMS Business Intelligence

Workforce Diversity Profile

Agency Priority: Low/Medium

	Agency	State
Female	70%	53%
Persons w/Disabilities	6%	4%
Vietnam Era Veterans	6%	6%
Veterans w/Disabilities	0%	2%
People of color	20%	18%
Persons over 40	78%	75%



ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Analysis:

- DRS currently has a good mix of people of color and persons with disabilities. We need to achieve more diversity in the areas of disabled veterans.

Action Steps:

- As we move to fill vacancies conduct targeted recruitment for veterans with disabilities by utilizing resources at DOP and Fort Lewis.
- We have been retooling our recruitment and outreach program and have begun utilizing recruitment strategies that will assist us in attracting potential employees in the other age distributions.

Data as of 06/08
Source: HRMS BI and DOP Data

Workforce Diversity Profile

Employee Survey “Support for a Diverse Workforce” Ratings

Agency Priority: Low

Employee Survey "Diversity" rating

Q13. My agency consistently demonstrates support for a diverse workforce.



■ Never/Almost Never
■ Seldom
■ Occasionally
■ Usually
■ Always/Almost Always
■ No Response

Avg

4.3

Average rating for "Agency support for a diverse workforce":

4.3

Analysis:

- This was a new employee survey question this last year and DRS scored higher than the statewide average of 3.8. Our core values acknowledge the individual employee as well as their contribution as a member of the team. We view diversity as acknowledging our differences and creating a workplace that encourages conversations around those differences. Even when those conversations are difficult or somewhat uncomfortable.

Action Steps:

- In October 2008 will conduct mandatory , agency wide workplace harassment training for all DRS staff.
- Encourage staff to continue the dialogue during environmental scan sessions and other venues.

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